

# Sybil Yang

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351 Business Building  
 Department of Hospitality & Tourism Management  
 College of Business | San Francisco State University  
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## PROFESSIONAL STATEMENTS

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**Research:** Develop a series of empirically based best practices for menu design, menu engineering, on-premise restaurant merchandising, and F&B service experience creation. Theoretical foundations for the research stem from marketing, consumer psychology and decision making literatures.

Unravel theoretical underpinnings to decoy effects in consumer decision making. Relevant literature may span social psychology, behavioral economics, and perception.

**Teaching:** To provide students with the critical thinking skills, business methodologies and mythologies, and industry-specific knowledge that will enable them to be more creative and critical leaders in the hospitality industry.

## EDUCATIONAL BACKGROUND

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**Cornell University - Ithaca, NY** 2007- 2013  
 PhD – Consumer Behavior, School of Hotel Administration  
 Committee: W. Michael Lynn, PhD (Chair); Sheryl E. Kimes, PhD; Brian Wansink, PhD

**Cornell University - Ithaca, NY** 2002 – 2005  
 Masters: MBA - Johnson Graduate School of Management - Business Administration  
                   Finance & Entrepreneurship  
 Masters: MMH - School of Hotel Administration  
                   Food & Beverage Operations & Entrepreneurship

**University of California, Berkeley - Berkeley, CA** 1994–1997  
 Major: BS - Business Administration, Accounting & Finance  
 Minor: Education

## TEACHING EXPERIENCE

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**San Francisco State University – San Francisco, CA** 2011- 2014  
**Lecturing Instructor:** Full-time faculty member in the department of Hospitality Tourism Management within the College of Business. Course coverage includes:

| <u>Course</u>  | <u>(Enrollment)</u>    |
|--|------------------------|
| • Service Operations Management (Undergraduate, Writing, Core)       | (75)                   |
| • Food Production & Service (Undergraduate, General Education, Core) | (140 Lecture / 25 Lab) |
| • Revenue & Cost Control (Undergraduate, Core)                       | (25)                   |
| • Management of Quantity Food Purchasing and Production (Lab)        | (30 / Lab)             |

***Culinary Institute of America – Hyde Park, NY*****2006- 2007**

**Lecturing Instructor:** Full-time faculty member in the bachelor's degree program, focusing on the Business Management department's core Financial Management course (FIN401) and the Menu Development course (HOSP242).

- Developed introductory finance course and curriculum for non-business students.
- Developed teaching notes, practice problems, exams, and case studies.
- Managed and trained three tutors to facilitate student learning.
- Evaluated student work on: exams, written case studies, capstone projects, and homework.
- Developed case-based curriculum for menu development discussions.

***Cornell University – School of Hotel Administration - Ithaca, NY*****2003-2005; 2007-2011**

**Graduate Assistant:** support for six graduate and undergraduate level core and elective courses, for a combined 18 semesters of work. Conducted review sessions through lecture and problem solving formats. Co-authored teaching cases and case studies based on restaurant industry trends and scenarios. Troubleshot additional student questions through office hours. Evaluated student work on: exams, written case studies, and class participation. Graduate-assisted courses include:

- HADM2221 – Managerial Accounting
- HADM6606 – Restaurant Revenue Management
- HADM6624 – Reporting & Analysis of Financial Statements
- HADM7703 – Operations Management
- HADM7723 – Corporate Finance
- HADM7724 – Managerial Accounting

**Teaching Assistant:** Support for five undergraduate classes. Duties ranged from maintaining the course logistics for a 700-person wine tasting class and 20-person food & wine pairing and beers classes, to providing managerial and culinary guidance for a 30-person guest chef class, to grading and evaluating student business plans and case work based on: financial viability, market and competitive research quality, thoroughness of operational due diligence.

- HADM4401 - Restaurant Entrepreneurship
- HADM4403 - Specialty Food & Beverage Operations
- HADM4430 - Introduction to Wines
- HADM4431 - Food and Wine Pairing Principles & Promotion
- HADM4437 - The Anheuser Busch Seminar in Quality Brewing & Fine Beer

**Guest Lecturer:** Delivered upper division course lectures on various topics of restaurant operations:

- HADM4401 – *Forecasting and the Uniform System of Accounts for the restaurant industry.*
- HADM4436 – *Beverage program pricing and sales analysis.*
- HADM6606 – *Menu engineering and design in restaurant revenue management.*

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**WRITINGS, PUBLICATIONS & INVITED ENGAGEMENTS**
***Peer Reviewed Articles:***

Yang, S.S. & Lynn, W.M. (In Press). "More Evidence Challenging the Robustness and Usefulness of the Attraction Effect," *Journal of Marketing Research*.

Yang, S.S. & Lynn, W.M. (2014). *The Attraction Effect: A Critical Review of the Literature*. Manuscript submitted for publication.

Yang, S. (2012). "Eye Movements on Restaurant Menus: A Revisitation on Gaze Motion and Consumer Scanpaths," *International Journal of Hospitality Management* 31(3), 1021-1029.

Yang, S., Kimes, S.E., and Sessarego, M.M. (2009), "Menu Price Presentation Influences on Consumer Purchase Behavior in Restaurants," *International Journal of Hospitality Management*. 28(1), 157-160.

Yang, S., Lynn, W.M. (2009), "Wine List Characteristics Associated with Greater Wine Sales," *Cornell Hospitality Report*. 9(11).

Yang, S., Kimes, S.E., and Sessarego, M.M. (2009), "\$ or Dollars?: Effects of Menu Price Formats on Customer Price Purchases," *Cornell Hospitality Report*. 9(8).

**Texts:**

Yang, S.S. (Under Contract; 2014 Est.) Financial Forecasting for the Food and Beverage Operation. Peter Szende, Series Editor. *Hospitality Management Learning Modules*. Pearson Higher Education.

Yang, S.S. (2012) Menu Design for the Food and Beverage Operation. Peter Szende, Series Editor. *Hospitality Management Learning Modules*. Pearson Higher Education. (ISBN-13: 9780132802840).

Yang, S.S. (2012) Menu Pricing for the Food & Beverage Operation. Peter Szende, Series Editor. *Hospitality Management Learning Modules*. Pearson Higher Education. (ISBN-13: 9780132802741).

Walls, A.R. & Yang, S.S. (2012) Wine & Beverage Menu Design and Pricing. Peter Szende, Series Editor. *Hospitality Management Learning Modules*. Pearson Higher Education. (ISBN-13: 9780132802710).

**Invited Speaking Engagements:**

94<sup>th</sup> Annual National Restaurant Association Restaurant, Hotel-Motel Show – Chicago, IL May 2013  
 Session Leader: *Menu Re-design: How to Fix Your Layout, Copy, Design and Pricing Tactics*.  
 Total Show Attendees: 62,550

91<sup>st</sup> Annual National Restaurant Association Restaurant, Hotel-Motel Show – Chicago, IL May 2010  
 Session Speaker: *Tactics, Tips & Tricks for Developing "New Now" Menus*.  
 Total Show Attendees: 58,000+

**FINANCE & CONSULTING WORK EXPERIENCE**

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**Revenue Management Solutions, LLC – Tampa, FL**

**2005- 2006**

**Consultant:** Statistics-based strategy, price and real estate consulting for multi-unit, multi-brand restaurant chains. Major clients included Disneyland Resorts, Cracker Barrel, O'Charley's, Champ's, Sbarro, and RARE Hospitality. Major projects:

- Made quarterly price recommendations and conducted operational analysis for Disneyland Resorts' food and beverage programs. Recommendations and analysis resulted in \$4.1 million of total annual financial impact.
- Conducted alcoholic beverage pricing and performance evaluation for major steakhouse and sports bar chains, impacting over \$80 million in annual alcohol sales.
- Created and presented income statement pro formas for proposed new store sites. Pro formas based on statistical relationship between site, demographic and economic variables relative to past store performance.
- Presented and defended forecasts and recommendations to executives and operational managers.

**SkipStone Ventures, LLC – San Francisco, CA**

**2000- 2001**

**Business and Market Analyst:** Fifth member of seed-stage venture capital firm investing in information technology companies.

- Reviewed and analyzed 100+ business plans in: ERP, CRM, Wireless technology industries.
- Conducted marketing, financial, and competitive due diligence with C-Level management.
- Built extensive pricing and valuation models, competitive market research, and market sizing reports for portfolio companies. Valuation methods included DCF, comparable company and multiples-based valuations.

**Salomon Smith Barney – San Francisco, CA**

**1998- 1999**

**Investment Banking Analyst:** Sell-side corporate finance analyst for SSMB media and telecommunications investment banking group focused on online media, telecommunications, and traditional media companies. Constructed and analyzed M&A, valuation, and financing models - using discounted cash flow, and comparable company (relative valuation) methods.

**Fidelity Capital Markets – San Francisco, CA**

**1996- 1998**

**Assistant Specialist:** Trading assistant for specialist post on the floor of the Pacific Coast Stock Exchange. Executed market and specialist book orders for utility and drilling company stocks.

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## SERVICE

### *University / Departmental*

- Gained University approval for CoB's first GVAR course, 2012
- Co-founder of the HTM department's gaze motion / eye tracker research laboratory, 2013
- Faculty advisor for student groups: The Foodies (F12, Sp13); NSMH (Sp13); Cooperative- Event Planning (Sp13, F13)

### *Academic*

- Ad-hoc reviewer for:
  - *Cornell Hospitality Quarterly (CQ)*
  - *Cornell Center for Hospitality Research Reports*
  - *International Journal of Hospitality Management*
- Participant, *Cornell Center for Hospitality Research, Menu Development Roundtable*, 2008

### *Food & Beverage Industry*

- Chef Instructor, *Operation Frontline* through Cornell Cooperative Extension, 2008 & 2009
- Gala Banquet for *Hotel Ezra Cornell (HEC)*, Executive Chef - 2005, Chef de Partie - 2009

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## HONORS & AWARDS

- Graduate Teaching Assistant of the Year, 2009
- Michael Tong Culinary Scholarship Award, 2005
- Banfi's Vintners Excellence in Scholarship Award, 2004
- Ye-Hosts Hotel School Honors and Dean's List